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FOREWORD

(Remarks of the DDCI, Lieutenant General C. P. Cabell,
to Members of the Management and Supervision Courses,
Office of Training, 30 April 1957)

When Matt Baird asked me if I would meet with you here this afternoon as part of a follow-up to the Agency's Management courses, I was glad to accept for two reasons. First, it gives me an opportunity to meet face-to-face with the cross-section of management on which the Agency places its greatest dependence. Second, it gives me a chance to express to you personally a few of my own views, and views submitted to me by others on some of the matters for which you are responsible -- such matters as policy formulation and implementation, management improvement and manpower utilization, and career development.

In suggesting that I join you here today, someone gave as a reason that I would be able to help fill you in on the problems of policy-making. I want to take exception to this reason, because of its implication that policy-making is done only at the top. All levels of the organization are engaged in policy-making, especially you. A great deal of the policy of CIA begins with you. You define the many needs of our organization. You present the alternative choices for action. Your recommendations, as they come up through the chain of command, are the ones on which decisions are made. No one man alone at the top makes the policy -- he enunciates it.

Now, take a look at the other side of this picture. Each of you is charged in varying degree with administration of policy. You are responsible, individually and collectively, for effective implementation of the Agency's policy. The yield derived from policies is determined as you apply them with judgment to your everyday tasks. It is your evaluation of policy which brings about realistic changes.

So, as far as I am concerned, let's scrap this idea that policy-making excludes the first line and intermediate supervisors. However, I do not mean to suggest that you will have clear sailing in your efforts to influence the formulation of policy. You will undoubtedly recall times when it seemed to you that your boss just didn't understand, times when you were unable to impress him with your recommendation for a change in policy or procedure. A favorite phrase in all organizations is, "We can't get it across to our bosses."

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There are often good reasons, unknown to you, for your boss not doing something about a subject on which you have made a recommendation. Maybe he hasn't chosen to share these reasons with you. This is his prerogative. But, if he is lax in accepting new and sound ideas from subordinates, then it falls upon his supervisor to jack him up a bit. In the meanwhile, you still have a responsibility to keep driving. If your idea is sound, it ought to prevail at some point in time. The key here is, that all of us as supervisors should be sure that we are not lax in our responsibilities to those who look to us for direction. Remember, supervisors are being judged by the men and ideas they produce, as well as by their products.

This Agency has a big job to do. This fact places constant pressure on all of us to increase our personnel. You here today feel the brunt of these pressures. But, as a practical matter, and short of war, we have reached a size which is just about the top we can expect for the job we have to do. I see no increase headed in our direction. In fact, in the past several years, there has never been an occasion when Mr. Dulles, in presenting the budget to Congressional committees, has not been challenged on the need for the number of people currently employed.

CIA, unlike many of the old line government agencies, has a job which is ever-increasing in scope and significance, and ever-changing in its tactical approaches to accomplish its mission. It is our business to develop new and important opportunities and techniques, and as they are developed, or as they occur, it is our further business to exploit them. We can do this in several ways: by increasing our numbers, by rearrangement of priorities, by increasing our efficiency, or by some combination of these. What I'm trying to say to you is that we shall have to do without the first -- that is, the increase of personnel. I think we might essentially meet our changing responsibilities without increasing our over-all personnel strength. But whether we can or not, it is clear to me that we shall be expected to. Many factors go into the development of the confidence that CIA must receive from Congress, the Executive and the Public, if CIA is to succeed. One of the most important of these factors is for them to have the confidence that we are not empire builders, and that we do exercise rigid economy in our utilization of personnel. Thus, we have to weigh the benefits of taking on more personnel, or even of holding what we have, against the strain that this generates on the confidence factor.

The past two years' experiences give us hope that we can succeed in this. In this period, we have met emergency opportunities by permitting an increase in personnel strength in certain projects, and then over the longer pull, have made careful adjustment throughout the Agency in other programs in order to bring us back into balance with a self-imposed ceiling. In this manner, we have maintained room to maneuver. Part of this "room to maneuver" has been accomplished through improved management. But we can and must improve more.

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Now, I realize that it is easier to say that we must improve more, than it is to find concrete ways of doing it. This is where you come in. The Agency depends upon you to bring forward ideas to improve our management. You must take time and apply your thinking to this problem.

I know personally of no executive in the Agency who doesn't work very hard and who isn't under constant pressure of an ever-increasing workload. Often times, however, the busy executive or supervisor doesn't take time out to sit back and give a good hard look at what he is doing and how he is doing it. Management improvement requires this kind of re-evaluation followed by positive action. Too often we talk about efficiency and management improvement and then end up saying, "Let George do it."

In this matter of effective manpower utilization, each of us in CIA must be a "George" and take positive action. Voluntary manpower savings are clearly in our own self-interest. They provide us with the room to maneuver which I have spoken of, with the essential flexibility to meet our dynamic activity.

I'd like you all here today to go back to your jobs and try taking a good hard look at your own shop. Ask yourself the question: Suppose I had to get along with X, Y, or Z less people, how would I do it? After answering this one, take the approach of figuring out how much more you could do with the people you have. In this way, you will have a better feel for how you can absorb increased requirements if the occasion arises. CIA must have flexibility to meet new priority opportunities wherever the task may fall, whether it be in your own shop or elsewhere in the Agency.

In CIA, our greatest asset is our people. The job that we will be able to do, now and in the future, depends upon the effective development of this, our most important resource. In this regard, I should like to speak for a moment on the subject of career development.

Career development is our Agency's way of taking the long view. It is part of an over-all, positive personnel program, designed to develop the individual to his maximum potential to serve Agency needs, while providing him in turn with opportunities to grow and to possess job satisfaction. Speaking of job satisfaction, I am reminded of a story a friend of mine tells. As he was travelling through Texas, he picked up an Air Force Sergeant who was on his way to a local Air Base. When asked where he was stationed, the Sergeant replied, "I am from a SAC Base." And he made the point that he was not from any of those other Air Bases, "No sir, I'm from a SAC Base," he said. My friend inquired if he liked his work at SAC, and got the answer, "I sure do. At SAC you know where you stand." You have all heard of the toughness of life in SAC.

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Here in CIA, we must be sure our employees know where they stand. We are aided in doing this through the various facets of the career development program. As supervisors, we must be familiar with this program. It includes, among other things, the competitive promotion program, the career preference outline program, the employee performance and evaluation program, the CIA Career Staff program, and the Agency-sponsored internal and external training programs, including the recently approved Language Development Program. A lot of hard work and sound thinking have gone into the development of these many programs. They are not perfect, but I am sure that as you administer them and participate in them, you will be able to define and help correct any deficiencies which may exist.

We must do more than just be familiar with the ingredients and mechanisms of the career program. We must implement them honestly, if we are to let our people know where they stand. Take, for example, the employee performance and evaluation program. Here, we are provided an opportunity once a year to sit down with our employees and evaluate their performance. If an employee is not performing his job, it is our responsibility honestly to inform him and help him to improve. At the outset, we should also make it clear on the record where employees are not performing. We must have, where appropriate, "Dutch-uncle" talks to reassure those people who are constantly saying, "They never tell you how you're doing, good or bad, or how you can do better."

Now, I know this honest appraisal isn't an easy thing to accomplish. The fact that we were not accomplishing it some years back has created some very serious personnel situations; many problems still exist. One supervisor says, "If I tell a man he is doing well but can't give him a raise, does that make him feel better, or worse?" My best answer to that question is, although supervisors do not always have final authority for personnel actions, they do have a responsibility to say, "Well done," and to make recommendations accordingly. On the other hand, you also have the responsibility to get the idea across when someone is not doing so well.

"Dutch-uncle" talks require care, however, and judgment must be applied with regard to them. In some cases, it would be like calling in your wife and telling her you have had your eye on her performance for the past year, and are generally pleased, but would like to make a few suggestions for improvement. This kind of situation, I submit, is better handled on a day-to-day basis, without awaiting the accumulated evaluation.

The career programs are not panaceas in themselves. In fact, as you know, they add to the work load and require additional time. You must take the time required as part of your supervisory responsibility. We must recognize that supervision is a first order of business. Good supervision is the primary element in a successful career development

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program. That's why the selection of good supervisors is as important to our Agency's success as the selection of good case officers, researchers, communications technicians, logistics experts, or secretaries, to name but a few. The next time you have an opportunity to recommend a person to a supervisory position, select him carefully. Be sure he has supervisory talent. Do not view the supervisory portion of his job as a necessary evil. A man who is a good supervisor can increase the productivity of those he directs and in so doing, makes himself more valuable to the organization. Now I am not stating this to you folks here alone. I mean to state it to your bosses and to their bosses, as the opportunity presents itself.

Another subject which requires a good deal of attention by our employees, is career planning. Here, you can help the individual employee define his horizons. You can help him know his job. You can help him realistically to appraise his inherent and acquired capabilities. You can guide him to the appropriate training to maximize his value to the Agency, and at the same time fulfill his own career expectations. This program provides you with a device you can really sink your teeth into. Each employee is required to fill out a career preference outline. You can sit down with your employees, in frank and helpful discussions on this subject. Remember, the choice of one's life work is among man's most precious freedoms. You should take this program very seriously, both as employees and as supervisors. You are management, and as such have the responsibility to help develop the system and make it work. You will also have an opportunity perhaps to erase some misconceptions that may exist about what the career systems offer an employee.

On the point of misconceptions, I would like to speak for a moment on this matter of rotation. While rotation may be logically a part of the career development for some people, it is by no means a requirement for all people. Rotation, like any other aspect of the career program, should be clearly related to the Agency's and the individual's needs. There is no such thing as rotation for rotation's sake. Some people have the misconception that there is a stigma attached to not rotating periodically. Nothing could be farther from the truth, except in some cases as it pertains to overseas assignments.

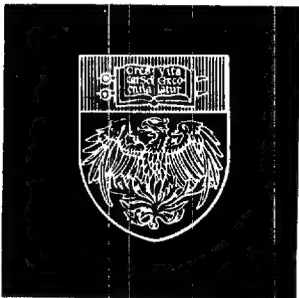
I could go on with many more comments regarding the career program, but we are only allowed a certain amount of time. Before closing, I would like to make one more point. The career system is designed to develop a team, a team of dedicated employees. When I speak of dedicated employees, I am reminded of the story of the man who visited a Cathedral while it was under construction and talked with three of the stonemasons at work. He asked one stonemason: "What are you doing?" The worker replied, "I am working for \$10.00 a day." The second replied to the same question, "I am cutting stone." The third, when asked what he was doing, said, "I am helping to build a Cathedral."

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The success of our career program will depend in large part upon the extent to which we here can inculcate in the minds of our subordinates, the feeling of that third man. We want and need dedicated employees. No matter how good the mechanisms in our career development program, how good the wages, how good the working environment, there is still a requirement which we must fill, namely, man's human wants. His desire for recognition, his need for a challenge, for an opportunity to express his initiative as a part of the team, and his want for a feeling of accomplishment, are real. Meeting these is our responsibility as supervisors.

Thank you.



From the Hoover Commission Report:

"Federal Agency officials should make training beyond entrance levels a reward for competence, an incentive to increased and improved productivity, and a sign to employees that their talents and capabilities have been recognized."

Commission On Organization of the
Executive Branch of The Government,
Personnel and Civil Service, p. 48

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NEWS

250 AGENCY PERSONNEL

25X1A9a HEAR [REDACTED] LECTURE

An Agency audience of some 250 persons gathered 9 May in the R&S auditorium to hear the special lecture "Developments in Soviet Policy Since the Death of Stalin" given by [REDACTED]

25X1A9a This presentation was sponsored by the School of International Communism and the USSR.

25X1A9a Despite unseasonably hot weather rendering the auditorium somewhat uncomfortable, approximately two-thirds of the audience remained after [REDACTED] scholarly and penetrating analysis to pose questions. The question period extended for 20 minutes.

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CORRECTION -
AMERICANS ABROAD COURSES
COMPLETELY OPEN TO DEPENDENTS

In the May issue, in the story headed DEPENDENTS PARTICIPATION IN AMERICANS ABROAD COURSES, emphasis was placed on the special "ladies" and "teen-age" sessions held Friday afternoons; the impression erroneously was given that dependent wives may be admitted only to such special-feature sessions.

We wish to correct that in assuring you that the entire 1-week course is open to registration of dependent wives.

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CHESTER BOWLES

TO SPEAK HERE

ON 20 JUNE

Chester Bowles, former governor of Connecticut; Ambassador to India and Nepal; author of Ambassador's Report; and recently returned from an extensive trip including India, Pakistan and Afghanistan has accepted an invitation to address an Agency audience concerning his experience on the sub-continent.

Mr. Bowles will speak in the R&S Auditorium, at 1430 hours, on Thursday, 20 June. All interested Agency personnel, authorized by their supervisors to attend, are invited. If you desire to attend the lecture, notify your Training Officer by 14 June.

25X1A9a Training Officers are requested to notify [REDACTED] ^{25X1A}Intelligence School/TR, [REDACTED] by 18 June.

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CLERICAL TRAINING REPORT

Current enrollment in Clerical Training classes is approximately 123. Included in this count are the 24 employees enrolled in the eight-week Non-Clerical Basic Typewriting course.

The Clerical Refresher Training staff tested 86 on-the-job employees in the Clerical Skills Qualification Tests in shorthand and typewriting during the period 14 January - 29 April 1957.

* * * * *

TEST YOUR CLERICAL PERSONNEL

Clerical Skills Qualification Tests in shorthand and typewriting, administered to on-the-job employees who must meet Agency standards, will be given during June and July on Mondays, in Room 2300, Alcott Hall, second floor, Wing C, as follows:

3 June	24 June
8 July	29 July

(Typewriting: 1315 Shorthand: 1400)

Supervisors who wish to have employees tested should get in touch with their Personnel Placement Officers. The officers will arrange for test registration.

Usually, employees who do not meet the Agency clerical skills standards in these tests should be enrolled in the Clerical Refresher Program, listed in your office copy of the OTR Catalog as courses B-12 to B-19.

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SPECIAL CABLE & DISPATCH TRAINING GIVEN COMPTROLLER PERSONNEL

Special cable and dispatch refresher training recently was conducted for 26 members from the Office of the Comptroller. [REDACTED] X1A9a Training Officer for that office has asked [REDACTED] X1A9a [REDACTED] of Administrative Training X1A9a to schedule a future class to accommodate additional personnel of Finance and Fiscal Divisions.

The purpose of these special classes is to maintain a high efficiency in respect to Agency Communication - cable traffic - and to improve this level of service through periodic refresher instruction.

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SPECIAL TAILORING CHARACTERIZES RESEARCH CLASS ARRANGED FOR ORR STUDENTS

Intelligence Research (Maps) #2, recently completed, included a new feature introduced for the benefit of ORR students taking the course. This consisted of instruction in the techniques of presenting statistical data in geographic terms.

Emphasis was on comparative statistics involving two or more variables and the integration of unrelated constants. A selected group of statistical maps produced by the Cartographic Division of ORR was used for demonstration. This was followed by a class exercise in which a tab of accumulated totals of commodity production in several countries, for each of ten years, was converted into line graphs, bar charts, pies, or volumetric diagrams and imposed on a map for comparison by geographic area.

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SELECT PUBLICATIONS AVAILABLE TO YOU

Copies of the following OTR publications are available and may be requested through your Training Officer, or by calling the Chief, OTR Library, [REDACTED]

List of Serial Titles in OTR, TR RM 0-9, 32 pages, SECRET/CIA INTERNAL USE ONLY, April 1957.

Africa South of the Sahara: A Selected Bibliography, TR RM 0-523, 90 pages, Unclassified, February 1956.

Psychological Warfare: A Reading List, 8 pages, CIA INTERNAL USE ONLY, February 1957.

The Instructors' Guide to Current References, TR RM 0-3, SECRET/CIA INTERNAL USE ONLY, is published every two weeks by the OTR Library. Sample copies may be obtained by calling [REDACTED]

These USIA publications previously have received Agency-wide distribution. You may request surplus copies from the Chief, OTR Library, extension [REDACTED]

A Primer on Communism - 200 Questions and Answers, Unclassified.

Target: The World - Communist Propaganda Activities in 1955, Official Use Only.

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BUDGET AND FINANCE PROCEDURES #2
SPECIALIZED COURSE BEGINS 20 MAY

Budget and Finance Procedures #2 will begin 20 May. In class #1 seven students, representing four DD/P offices, were enrolled for the 9-day course.

This training is designed to assist personnel working with Class B station finance. Both written tests and oral discussions are included in the course to assist in the evaluation of each student; a written report of such evaluation is prepared and forwarded to the employee's supervising officer in each case.

During the course, students are taken to the Finance Division for briefing by representatives of the Operations and Liaison Branch, as well as the Monetary Branch. The amount of time each individual spends with the Finance Division and the Budget and Fiscal Officers of his Division depends upon the requirements of his particular case.

Depending upon prior commitments, Budget and Finance Procedures is scheduled when requested by the Area Divisions and Finance Division.

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LANGUAGE STUDY PROGRESSES

Current enrollment in internal language training courses is approximately 177; enrollment in self-study programs is approximately 171.

The Language Laboratory, 2132 Eye Building, was utilized by 151 students during the past month, for a total of 2190 hours, in the study of 20 different languages.

Language Proficiency examinations recently were taken by 18 people from various Agency components. The languages were:

Arabic	Hungarian
Danish	Norwegian
German	Spanish

OTR Qualifications Review Panels recently met to consider people for the following:

Language Study:

Chinese	German
French	Hungarian

Area Study:

China
SAIS Program - Tensions in the Middle East

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ARABIC - ELEMENTARY READING BEGINS 1 JULY 1957

Arabic-Elementary Reading is scheduled to begin 1 July 1957. The course will run for 40 weeks and will meet for two hours each Monday and Thursday during duty time (hours to be announced). It is designed to prepare students for reading modern newspaper Arabic.

No previous knowledge of the language is required for admission to this course. If you desire to register, ask your Training Officer to arrange an appointment for your Foreign Language Aptitude Test, and prepare Form 73, Request for Internal Training. Send the form, via the Training Officer, to reach the Registrar/TR, no later than 24 June 1957.

Further information may be obtained by calling the principal instructor, [REDACTED]

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ATOMIC WEAPONS AND GUIDED MISSILE
ORIENTATION COURSE OPEN TO YOU
 LOCATION: FORT BLISS, TEXAS

The Army has made available to the Agency an allocation of one slot for each of the below-listed classes in the Atomic Weapons and Guided Missile Orientation Course, Fort Bliss, Texas:

No.	Report	Start	Close
1	7 Jul 57	8 Jul 57	13 Jul 57
6	11 Aug 57	12 Aug 57	17 Aug 57
12	29 Sep 57	30 Sep 57	5 Oct 57
16	27 Oct 57	28 Oct 57	2 Nov 57
26	2 Feb 58	3 Feb 58	8 Feb 58
32	23 Mar 58	24 Mar 58	29 Mar 58
34	6 Apr 58	7 Apr 58	12 Apr 58
36	20 Apr 58	21 Apr 58	26 Apr 58
39	11 May 58	12 May 58	17 May 58
42	8 Jun 58	9 Jun 58	14 Jun 58

Each class is 5 1/2 days in duration. A "Q" clearance is required for admission.

If you are interested in registering for one of these classes, prepare Request For Training At Non-CIA Facility (Form 136), and forward it through your Training Officer and the Employee Activities Branch, Office of Security, to the Registrar/TR. The form must reach the Registrar not less than 3 weeks prior to the beginning date of the class. In those cases where more than one application is received for a given class, the Registrar will determine priority.

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RESULTS OF FIRST EXPERIMENTAL
READING IMPROVEMENT CLASS

Reading Improvement, course I-7, in April was run on an experimental basis - students met 2 hours a day for 3 1/2 weeks rather than the usual 1 hour a day for 7 weeks. Students uniformly expressed themselves favorably toward this change in scheduling, and the Reading Improvement Staff is considering changing over to the new system for future courses. The post-test results of the experimental class showed good skill improvement. However, no conclusions will be drawn until the students of this class have been re-tested in August. Meanwhile, Reading Improvement will next begin on the usual 7 week basis, 1 hour per day, scheduled 17 June - 2 August.

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NEXT INTELLIGENCE PRODUCTS EXHIBIT
 SCHEDULED 11 JULY, THURSDAY

Members of the Agency are invited to attend the next Intelligence Products Exhibit, to be shown in the Auditorium of the R & S Building on Thursday, 11 July, from 0930 to 1200.

More than sixty visitors from IAC agencies have attended the last two showings of the exhibit, which presents in one room a comprehensive view of the intelligence production activities of CIA. Although designed primarily as an integral part of the Intelligence Orientation course, this exhibit has proved to be of value to members of the Agency as a whole, as well as to others in the Intelligence Community.

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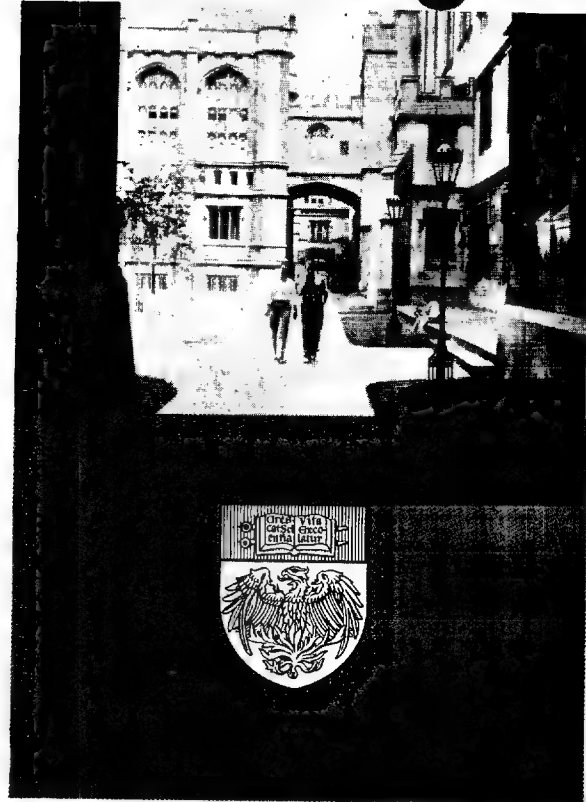
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Courses, Activities, and Programs

The University of Chicago

**University College
in cooperation with the
U. S. CIVIL SERVICE COMMISSION
announces an intensive**



Summer Institute of
EXECUTIVE DEVELOPMENT
for TOP LEVEL FEDERAL
ADMINISTRATORS
Grades 13-18

To register, prepare Request for Training at Non-CIA Facility, Form 136, and send it via your Training Officer, through the Employee Activities Branch, Office of Security, to reach the Registrar/TR not later than 18 June.

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The Summer Institute is designed to broaden understanding of the administrative process and give added insight into how administrative decisions are made and how groups of individuals are motivated to work together to achieve common purposes. The Institute will consist of problem-solving seminars together with special workshops and lectures. The opportunity will be given participants to feed back materials which are presented so that they may obtain specific answers regarding practical administrative situations. The seminars will be led by a distinguished faculty drawn from various universities throughout the country.

The One-Month Institute in Executive Development

Two separate institutes are planned for this series, one of which attempts to construct a conceptual framework for the understanding of the administrative process, the other concerning itself with the nature of various administrative skills.

I. Making Administration Effective

This Institute, which will meet from July 1 through July 26, will explore the process of decision-making in administrative organization, focusing attention on the decision-maker and the way he communicates with and motivates individuals to implement decisions.

II. Decision-Making in Administration

This Institute, which will meet from August 5 through August 30, will attempt to explore the nature of decision-making in the administrative process and will examine how administrative decisions are validated.

The Two-Week Seminars

For those individuals who can spend only two weeks in the program, the University has designed a series of four intensive two-week seminars. These seminars will attempt to deal with various conceptions of administration as a field of study and as a field of activity, and will also concern themselves with various administrative skills. The seminars will be offered according to the following schedule:

Administrative Decision-Making (July 1-12)

Communications (July 15-26)

Human Relations (August 5-16)

The Anatomy of Administration: Organization (August 19-30)

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NOONTIME MOVIE PROGRAM

JUNE AND JULY

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You are invited to attend the various foreign language and English films to be shown in Room 1-82 Quarters Eye, at 1200 hours as scheduled below. Films of both entertainment and factual types are included. If you enjoy foreign films, desire to improve your language proficiency, or seek additional "area" knowledge, you will find these programs interesting and beneficial. Occasionally if it is impossible to secure a scheduled film, a substitution will be made. For further information, please call [REDACTED] You will, of course, wish to arrange with your supervisor for authorization to attend those films which require time in excess of your lunch hours.

10 June Monday Life	Asia Area films: "Burma Road" G0782, 45 min.; "Thailand's Streams of Life" G7887, 11 min.; "Cheewit Chowna" (A Farmer's life in Thailand) J1078, 13 min.; "Toradja" (Indonesia Travelogue) J1625, 16 min.; "Ceremonies in Bali" J1627, 11 min.
11 June Tuesday	Soviet Area films in English: "The Crimea" 30 min.; "Children of the Soviet Union" 20 min.; "Soviet Gymnasts" 20 min.; "Agricultural News No. 5" (Scenes from the Molotov Collective Dairy Farm and of farm practices in various parts of the USSR) 20 min.
12 June Wednesday	Russian film: "Cross of Anna" G6912, 70 min.
13 June Thursday	West European Area films: "Europe at Your Window" (Travelogue) J6633, 25 min.; "Savoy in the Alps" J0019, 10 min.; "River Rhine" J0905, 22 min.; "155 Million Strong" (For European Unification) J0285, 19 min.; "Will Europe Unite" C1332, 20 min.
14 June Friday	French film: "Street of Shadows" (Mademoiselle Docteur) C7714, 85 min. (On Espionage)
17 June Monday	Polish film: "Children in People's Poland" D6540, 17 min.; "Summer Sports Festival" D6541, 19 min.; "Rich Harvest" D6542, 16 min.; "Poland Today" No. 473, 20 min.
18 June Tuesday	German-language documentary films on East Europe: Report from Bulgaria K 6311; The New Warsaw K 6309; Good Luck (On Coal Mining in East Germany) K 6310 - 35 min.
19 June Wednesday	Russian Newsreels

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20 June Thursday	Travelogue in English "Round South America by Air" (Pan American Airways) 60 min.
24 June Monday	Rumanian film: (see other file on films.) "Mitrea Cocur" E 6340 (story of Rumanian village before and after Communism). 104 min.
25 June Tuesday	French film "Lady Panama" G6896 on Tin Pan Alley of Paris 100 min.
26 June Wednesday	Russian film "Secret Mission" B6327 (anti-West propaganda) 107 min.
27 June Thursday	Italian film "Tragic Hunt" B0677 (mystery with political overtones).
2 July Tuesday	Spanish film "From the Other Side" (forced labor camps in the Soviet Union) D6413 65 min.
3 July Wednesday	Russian newsreels
5 July Friday	Korean Newsreel E6691 11 min.
9 July Tuesday	Shorts on Poland: Japanese film "Lunatic Banquet" G7143 (anti-American propaganda) 108 min.
10 July Wednesday	Russian film "The Larks are Singing" E7079 (Romance on a Kolkhoz) 76 min.
11 July Thursday	German newsreels
15 July Monday	Russian newsreels
16 July Tuesday	Area films on Africa "African Journey" E2603 30 min.; "Challenge in Nigeria" E6922 20 min.; "Africa" (Strategic Intelligence School film) 40 min.
17 July Wednesday	French film "Colonel Charbert" G6708 (based on Balzac story of Officer in Napoleon's Army)

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AMERICANS ABROAD

SOUTHEAST ASIA

26 AUGUST TO 30 AUGUST

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This regional-type Americans Abroad course, covering the [REDACTED] will be given daily from 1400 to 1645 hours, in Room 2524, Quarters Eye.

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All personnel, as well as their adult dependents over 15 years of age, expecting to go for the first time to a particular country in Southeast Asia are invited to attend.

Applications for registration of employees must be submitted to the Registrar, OTR, on or before 12 August. Requests for admission of dependents should be submitted by the Training Officers through the Registrar, OTR, to the Office of Security. For further information, please call [REDACTED]

25X1A9a

25X1A9a

SCHEDULE

Monday	26 August	1400-1410	<u>Introduction: Objectives, Procedures and Rationale of Course</u>	
		1410-1450	<u>An American in S.E.A. - Implications and Significance</u>	
		1450-1530	<u>Film on [REDACTED]</u>	25X1A
		1530-1540	<u>Break</u>	
		1540-1630	<u>Processing Out, Packing, Travel, and Housing Problems</u>	
		1630-1645	<u>Personal Interviews</u>	
Tuesday	27 August	1400-1450	<u>Legal Problems: Laws and Regulations Applicable to Foreigners</u>	
		1450-1530	<u>Film on [REDACTED]</u>	25X1A
		1530-1540	<u>Break</u>	
		1540-1630	<u>Medical Briefing: Health Rules in the Tropics</u>	
		1630-1645	<u>Personal Interviews</u>	

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25X1A

Wednesday 28 August 1400-1500

1500-1520
1520-1530
1530-1630

Thursday 29 August 1400-1500

1630-1645

1500-1520
1520-1530
1530-1630

Friday 30 August 1400-1500

1500-1530
1530-1540
1540-1600

1600-1620
1620-1630
1630-1645

S-E-C-R-E-T

S-E-C-R-E-T

CURRENT PROBLEMS SURVEY

POLITICAL SYSTEMS OF ASIA

22 JULY TO 30 AUGUST

As an integral part of its current area program, the Language and Area School is offering this summer a seminar course on the Political Systems of Asia, beginning Monday, 22 July, and running for six weeks, on Mondays, Wednesdays, and Fridays, from 1000 to 1200 hours in Room 2524, Quarters Eye. Applications for registration must be submitted to the Registrar, OTR, on or before 8 July.

are the principal instructors.

This seminar is intended to offer an opportunity to consider and discuss the development of modern indigenous political institutions and concepts in Asia, against the background both of Western and Russian influences and of local forces and environments. Admission to the course will be limited to those who have had at least two years' experience in the area, or who have either taken area studies at the graduate level or majored in political science, or have had the equivalent thereof, and who are prepared to make a serious contribution to the discussions. Qualified guest speakers will be invited to participate from time to time. The following program will be adhered to:

Monday 22 July	Introduction to the subject. What is the nature of a Political Society? What are its basic elements? How does it function?
Wednesday 24 July	Historical Review: The Traditional Government of China
Friday 26 July	Historical Review: The Traditional Government of Japan
Monday 29 July	Historical Review: Traditional Governments in South-east Asia.
Wednesday 31 July	Historical Review: Traditional Governments in South Asia
Friday 2 August	External Influences: The British Raj; Anglo-Saxon Parliamentary Centralism
Monday 5 August	External Influences: The Dutch-French-Spanish Influence; The Civil Law
Wednesday 7 August	External Influences: The American Democratic Tradition
Friday 9 August	External Influences: The Socialist/Communist Approach

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Monday 12 August	The Executive Process in Asia Today I
Wednesday 14 August	The Executive Process in Asia Today II
Friday 16 August	The Legislative Process in Asia Today I
Monday 19 August	The Legislative Process in Asia Today II
Wednesday 21 August	The Judicial Process in Asia Today I
Friday 23 August	The Judicial Process in Asia Today II
Monday 26 August	Local Government in Asia
Wednesday 28 August	Public Finance in Asia
Friday 30 August	Some Conclusions and Speculations

S-E-C-R-E-T

S-E-C-R-E-T

REGISTRAR'S REMINDERS

For information regarding courses and registration procedure, read your office copy of the OTR Catalog and your OTR Bulletin, and consult your Training Officer. To register in a course, secure the approval and sponsorship of your supervisor. OTR registration deadline and course dates follow. [Please check with your Training Officer regarding his special deadlines for applications]:

	<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
	Intelligence Orientation (R&S Auditorium)	B-3	24 June 26 Aug	1 July - 26 July 3 Sept - 27 Sept
25X1A6a	Administrative Procedures (136 [REDACTED])	B-4	2 Sept	9 Sept - 27 Sept
25X1A6a	(See your <u>OTR Catalog</u>) (136 [REDACTED])	B-5	22 July 23 Sept	29 July - 31 Aug 30 Sept - 1 Nov
25X1A6a	Basic Supervision (GS 5-7) (0830 - 1230 hours, daily) (155 [REDACTED])	B-7	2 Sept	9 Sept - 20 Sept
25X1A6a	Basic Management (GS 12-14) (0830 - 1230 hours, daily) (155 [REDACTED])	B-8	16 Sept	23 Sept - 4 Oct
	Clerical Refresher Program (Hours to be arranged) (2300 Alcott)	B-12 to B-19	24 June 29 July	1 July - 26 July 5 Aug - 30 Aug

Pre-testing for the Clerical Refresher Program is scheduled for 27 June and 1 August in Room 2300, Wing C, Alcott Hall as follows:

0900-1000 Typing 1000-1100 Shorthand 1100-1200 English Usage

Instructional Techniques (2011 R&S)	B-20	17 June 2 Sept	24 June - 28 June 9 Sept - 14 Sept
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<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
Dependents' Briefing	B-23	(See your Training Officer)	2 July - 3 July
Party Organization & Operations (0830 - 1230, daily 2202 Alcott)	C-2	22 July 23 Sept	29 July - 23 Aug 30 Sept - 25 Oct
Intelligence Techniques (2027 R&S)	I-1	22 July 23 Sept	29 July - 23 Aug 30 Sept - 25 Oct
Writing Workshop (0900 - 1200 hours, 1st wk: Mon, Tues, Thurs last 2 wks: Tues, Thurs (2026 R&S)	I-6	2 Sept	9 Sept - 4 Oct
Reading Improvement (Hours to be arranged) (2402 Alcott)	I-7	12 Aug	19 Aug - 4 Oct
Reading Skills(GS-15 and above) (Executive Workshop) (0730 - 0830, daily) (2402 Alcott)		17 June	24 June - 19 July
("O" course titles are listed only in <u>OTR Catalog 100-1</u>)	O-1	16 Sept	30 Sept - 31 Jan
	O-2	12 Aug	*26 Aug - 4 Oct
	O-4		*24 June - 12 July (cancelled)
		1 July	8 July - 26 July
	O-6	19 Aug	26 Aug - 20 Sept
	O-8	8 July	15 July - 2 Aug
	O-10	17 June 16 Sept	24 June - 12 July 23 Sept - 11 Oct
	O-13	22 July	29 July - 16 Aug
	O-15	12 Aug	19 Aug - 6 Sept
	O-17	8 July	22 July - 16 Aug

S-E-C-R-E-T

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<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
	0-25	24 June 19 Aug	1 July - 19 July 26 Aug - 13 Sept
	0-26	(See your Training Officer)	12 Aug

*PLEASE BE SURE TO MAKE THESE CHANGES ON THE LONG-TERM SCHEDULE OF COURSES (FOLD-OUT CHARTS) IN THE BACK OF YOUR OFFICE COPY OF THE OTR CATALOG

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AREA TRAINING

Applications for Area Training, Part-Time Language Training, and Integrated Area-Language Program Training must be submitted to the Registrar, Office of Training, at least two weeks prior to the starting date of the course.

<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
<u>Americans Abroad:</u>		
[REDACTED]	24 June	8 July - 12 July
Southeast Asia	12 August	26 Aug - 30 Aug
Western Europe	1 July	15 July - 19 July
<u>Basic Country Survey:</u>		
China	26 August	9 Sept - 15 Nov (Formerly was 8 July)
<u>Current Problems Survey:</u>		
Political Systems of Asia	8 July	22 July - 30 Aug

FULL-TIME LANGUAGE TRAINING

Applications for Full-Time Language courses should be submitted at least 6 weeks, and preferably 3 months, prior to the beginning dates of the courses. Qualifications of all applicants are considered by OTR Qualifications Review Panels prior to approval for training. The following courses are listed in the same sequence shown on the Long-Term Course Schedule contained in your OTR CATALOG.

Intermediate and Advanced:

Russian Workshop (7 weeks)	17 June	24 June - 9 Aug
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<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
<u>Applied Languages</u>		
Russian	17 June	24 June - 2 August (Formerly 6 May-14 June)

(DD/P Personnel only with satisfactory completion of an advanced Full-Time course, or demonstration of equivalent level of proficiency through Language Proficiency Test.)

PART-TIME LANGUAGE TRAINING

Arabic

Elementary Reading	17 June	1 July - 4 April 58
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French

Applied Translation	14 June	17 June - 23 August
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German

Elementary Spoken (I)	14 June	17 June - 23 August
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Russian

Elementary Russian Reading (I) Section B (1230 - 1450; daily Room 1905, Quarters Eye)	8 July	22 July - 27 September
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Short Course in Elementary Russian(I) (1700 - 1900; M., W., F. - Evenings, Room 1905, Quarters Eye)	8 July	22 July - 27 September
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Russian Familiarization (1500 - 1600; T., Th., Room 1905, Quarters Eye)	8 July	22 July - 13 September
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~~S-E-C-R-E-T~~FOREIGN LANGUAGE PROFICIENCY TESTS

The Foreign Language Proficiency Tests are for those persons who already have some knowledge of a given language, and are designed to test how well a person reads, writes, and speaks that language. Individuals applying for intermediate or advanced study of a language may be required by the Office of Training to take the proficiency test in that language in order to determine just what further training will be most rewarding. The written part of the test (covering reading and writing) requires about three-four hours and is given in the morning. The oral part requires about 15 minutes for each person and is given in the afternoon. Individuals may elect, or be required, to take tests in reading, writing, or speaking, or any combination of these capabilities. All tests are administered on Thursdays, in Room 2623, Quarters Eye. Call [REDACTED] at least one week prior to the date of a test, to arrange an appointment.

20 Jun	French	29 Aug	Burmese
			Czech
27 Jun	Russian		Portuguese
11 Jul	Spanish	5 Sep	Spanish
18 Jul	Albanian	12 Sep	Indonesian
	Hindi		Latvian (Lettish)
	Polish		Romanian
	Vietnamese		Turkish
25 Jul	German	19 Sep	German
1 Aug	Dutch	26 Sep	Bengali
	Slovene		Hungarian
	Tagalog		Japanese
	Tamil		Ukrainian
8 Aug	French	3 Oct	French
15 Aug	Armenian (Eastern)	10 Oct	Hebrew
	Bulgarian		Malay (Jawi)
	Chinese (Mandarin)		Serbo-Croatian
	Italian		Swedish
22 Aug	Russian	17 Oct	Russian

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OTR AND AGENCY TRAINING OFFICER DIRECTORIES

OFFICE OF TRAINING

		<u>Ext.</u>	<u>Room and Building</u>	
Director of Training	Matthew Baird	3521	11,	
Deputy Director of Training		3521	11,	25X1A
Plans & Policy Staff		3531	4,	
Support Staff		3732	8,	
Assessment & Evaluation Staff		8307	1331A, R & S	
Junior Officer Training Program		3514	2413, Alcott	
Intelligence School		3832	2009, R & S	
School of International Communism & the USSR		2428	2204, Alcott	
Operations School		3102	201C,	25X1A
Language & Area School		8015	2129, Eye	
Proficiency Testing		3318	2520, Qtrs. Eye	
Eastern Studies		3275	2518, Qtrs. Eye	
Western Studies		4437	2129, Eye	
Registrar/TR		4005	1108, Alcott	
Registration Section		8272	1110, Alcott	
Processing Section		3731	1107, Alcott	
Editor, OTR Bulletin		4625	1001, Alcott	

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~~CONFIDENTIAL~~DD/I TRAINING OFFICERS

25X1A	Special Asst. for DD/I	641	347, Admin	
	O/DDI	703	354, Admin	
	OCR	4443		25X1A
	ORR	2413	1003, M	
		4533	1007, M	
	ONE	552	105, Admin	
	OCI	749	2052, Q	
		2650	2052, Q	
	OSI	8326	1713, Barton	
	OBI	2521		25X1A
	OO	795	402, 1717 H	
	CONTACT	2265	523, 1717 H	
	SOVMAT	2993	410, 1717 H	
25X1A		2926	414, 1717 H	
	FDD	586		
		2016		25X1A

DD/S TRAINING OFFICERS

25X1A	Special Asst. for DD/S	2228	222, East
	Audit	2247	1133, Eye
	Management	4183	555, 1717 H
	Medical	3348	1303, J
	Communications	2976	2308, Eye
	Comptroller	4454	1039, Alcott
	Logistics	4134	2c-49, Qtrs. Eye
	Personnel	4353	249, Curie
	Security	8151	2514, Eye

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Vacation Time!



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